

6 February 1975

MEMORANDUM FOR: General Wilson

SUBJECT: NSCIC Working Group Action Program

A study of the NSCIC file leaves me with the strong impression that we are permitting the potential clout this Committee could marshal to be frittered away on numerous projects or agenda actions of doubtful value (I have noted a number of these at Annex A with comments about disposal).

In looking at what the NSCIC WG might usefully do, I went back to first principles. The President's memorandum of 5 November 1971 assigned two primary responsibilities to the NSCIC:

- a. "Give direction and guidance on national substantive intelligence needs" and
- b. "Provide a continuing evaluation of intelligence products from the viewpoint of the intelligence consumer."

The nexus of my proposed program for the NSCIC is essentially to do that which has been assigned. Thus, the

first two (and primary) objectives in a NSCIC WG Action Program would be:

a. IMPROVED POLICY GUIDANCE FOR THE INTELLIGENCE COMMUNITY.

-- This objective was set out in the DCI's Report to the President (PFIAB) viz:

"We must improve communications between the policymaker and the Community. The problem of obtaining improved guidance from policy and planning levels is far from solved. . . . additional emphasis has to be put on the need for policymakers to take the Intelligence Community into their confidence when they are formulating plans so that intelligence assets can be brought to bear in time to be effective."

(It seems to me that the NSCIC is a key instrument to seek improvement in this connection - its members contend that they are consumers/policymakers).

-- In pursuing this objective, we would seek ways to improve communications, i.e., How can policy questions that can benefit from intelligence input be surfaced? Andy Marshall describes these as "top level needs for selected topics."

(The interest of the WG in a part of this topic has

drafting KIQs. And Ellsworth spelled out for us a list of items in which Sec/Def is interested. Ober also said NSC wants "longer-range projections of alternative political and economic developments.")

(A negative on focussing on this target would be
25X1A9A sentiments like those held by Ed Procter and []
and Carver's view (apparently not really working)
that it is the "NIO's role to find out what requester
needs.")

b. PRODUCT EVALUATION (FEEDBACK) ON NATIONAL
PAPERS

-- The goal would be to develop a simple, regular
25X1A9A feedback system. [] says the need is to
"involve" the WG - this would only work if the WG
members got their constituencies to conduct serious
evaluations.

-- We would seek to obtain guidance not on whether
paper was right or not, but on adequacy - was it
talking about the right things - if not, what should
be stressed to be helpful to policymakers.

-- The WG seems ready to be involved, i.e., Ober
says, "feedback is a function of the NSCIC";
Ellsworth said "consumers lack a means of providing
feedback to the community"; State wants to evaluate

current intelligence publications and their "feedback."

-- I would envisage WG evaluating only National level paper, e.g., NIEs, NIAMS, and "families" of publications, e.g., current intell pubs, or economic intell pubs.

I calculate it is on the above 2 Objectives the NSCIC WG attention could be most beneficial (they are also those which the WG members have said, in one way or another, they want to do) providing WG constituencies are willing to roll up their sleeves and really work. Other topics that NSCIC WG could treat are listed below, but they do not lend themselves as neatly to the WG, at least on first glance:

a. Intelligence Resources Overview (People Problem). Already on agenda, IC Staff to prepare a report for WG consideration on reduction of analyst strength.

b. NAT. INTELL STRATEGY - should/can WG become siezed with this problem in its early stages?

c. NAT. INTELL REQUIREMENTS PROCESS - ditto to b. Also mentioned as a problem by DCI in report to the President.

d. FOCUS B EVALUATION - PRIORITIES OF
COUNTRIES/SUBJECTS

e. STUDY OF IMPACT OF CUTS IN RESOURCES, that is,
assist in identifying choices.

f. NET ASSESSMENT

g. NATIONAL/TACTICAL INTERFACE PROBLEM

h. INTELLIGENCE UNCERTAINTY - press for inclusion
of KENT chart in National papers.

ANNEX A

A somewhat skeptical view of items currently on NSCIC WG agenda. Subject to more informed views, I suggest many should be dropped, turned aside with an evasive answer, or (if far down the road pressed to a quick conclusion) so that WG can get on to more weighty (if perhaps fewer in number) actions.

1. Comments on Perspectives for Intelligence, 1975-80. OK to get the comments and then drop. In future, make part of the Policy Guidance Program (Objective 1 of proposed program).
2. IC Staff report for WG (for NSCIC) concerning handling of info in pre-crisis and crisis situation. (Just another briefing - if WG becomes a vehicle for more briefings, involvement will dwindle even more.)
3. Pending Legislation (to amend Nat. Security Act of 1947). What can NSCIC do for community or vice versa?
4. OMNIBUS NSCID - wind-up
5. NSCID No. 9??
6. Fact of Satellite Reconnaissance - drop

7. Various bleats raised in Nov. 20 "gripe session."
Many of the comments, particularly those by Morell, should be handled by Morell-to-Procter conversations. Take what is useful, i.e., feedback and policy guidance, and deep-six the rest or sanitize and pass on to intell production folk. There were some useful suggestions, i.e., get more econ content into NIEs. (Morell wanted to know what happened on these "suggestions" in last meeting.

* * * * *

(These items not yet on WG agenda.)

8. Handbook for Consumers, an allocation of production responsibilities, status of capabilities (Ellsworth suggested). DROP.

But if it is a useful idea, pass off to IC Staff (with inputs from individual agencies) to prepare. DIOs, NIOs, Morell, etc. are the key points - if they are in business no handbook needed, in my view.

9. Intelligence Uncertainty (Ellsworth & Ober).
Something that can't be handled in a committee.
Worthwhile to plug for Kent chart in Nat pubs?
Take up with Intelligence Panel?

* * * * *